FACILITIES MANAGEMENT

A $180 MILLION ENTERPRISE

FACILITIES MANAGEMENT REQUIREMENTS

- Equal amounts of
  - Engineering ability/understanding
  - Management ability/understanding
  - Leadership ability/understanding
- Ability to do extensive multi-tasking
  - Coordinate
  - Engineer
  - Juggle
  - Manage
  - Budget
  - Lead
  - Solve problems
  - Take out the trash

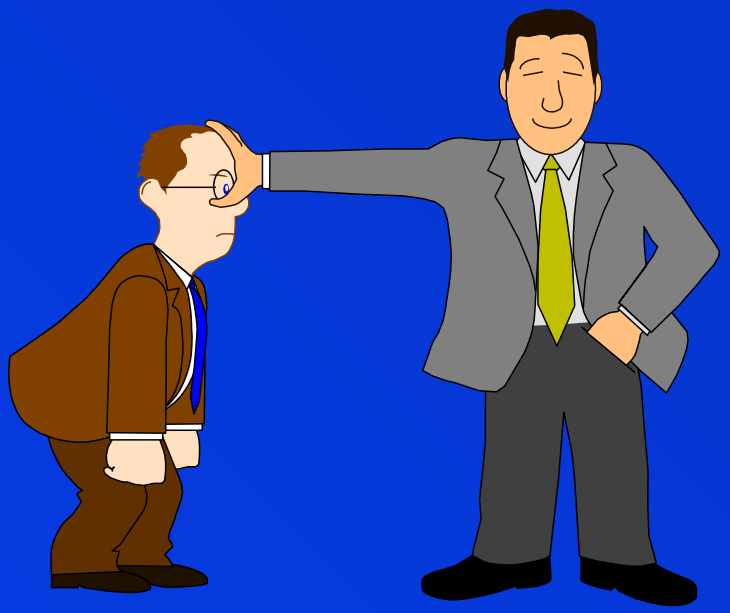
FACILITIES MANAGEMENT REQUIREMENTS

- Know your limitations
  - Engineer ?
  - Manager ?
  - Leader ?
  - Innovator ?
  - Multi-tasker ?
- Few people excel at everything
  - A good manager may be a bad engineer
  - A good engineer may be a bad manager
  - Neither may be innovators
  - Both may crash with many diverse tasks

COMMUNICATION- MANAGEMENT- LEADERSHIP

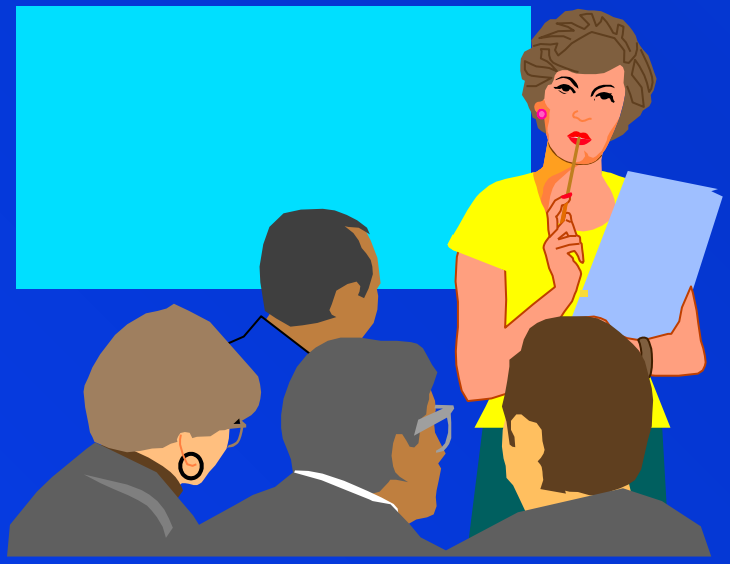
- The balancing act
- Nothing mysterious
- Simple principles
- Not rocket science
- Mastered by few

COMMUNICATION



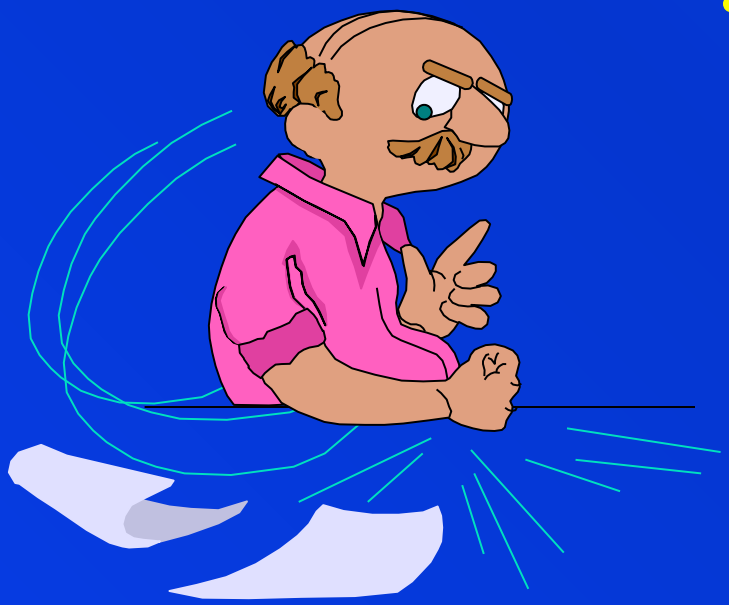
- **The common element to everything we do**
- **Our greatest potential gain**
- **Our greatest potential failure**

COMMUNICATION



- **Our most time consuming task**
- **Our most difficult task**

COMMUNICATION



- Often not done
- Frequently not effective
  - Was intended message sent
  - Was intended message received
  - Message did not produce desired results

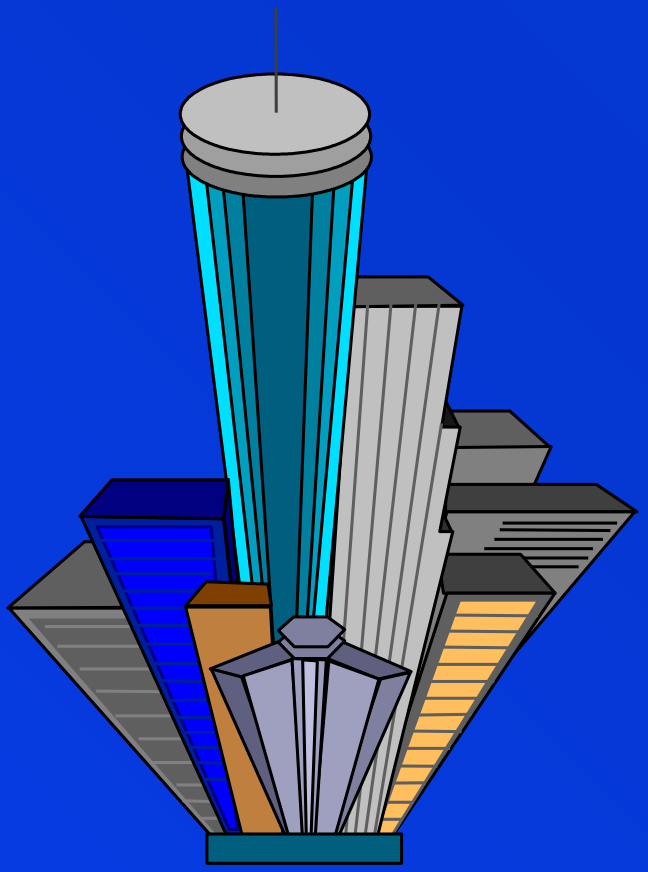
COMMUNICATION

- **Formal**
  - **Written**
  - **Electronic**
  - **Verbal-briefings/presentations**
  - **Technically efficient--maybe**
- **Informal**
  - **Verbal**
  - **Face to face**
  - **More personal-usually**
- **Both are essential to effectiveness**

COMMUNICATION

- **Common failure of facilities people**
  - **Too much focus on tasks**
  - **Not enough on communication**
  - **Upward communication-internal marketing**
    - » **Industry wide weakness**
    - » **Room for improvement everywhere**
    - » **Does maximum harm to our profession**

COMMUNICATION



- **Common strength of facilities people**
  - **Getting things done**
  - **Technical focus**
  - **Responding-reacting**
  - **Acting independently**

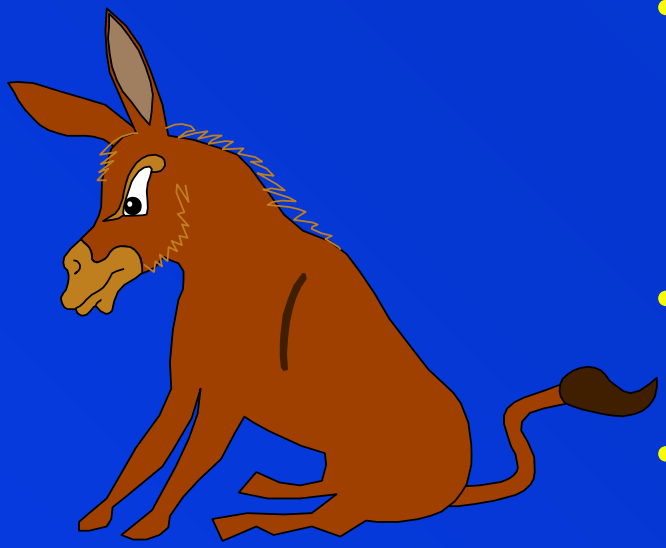
COMMUNICATION

- How to improve
  - Listen
  - Put yourself in other person's shoes
  - Think
  - Tell about the value you add, cost you avoid

COMMUNICATION

- **Communicate in all directions**
  - **Down the chain**
    - » **Be clear-don't waffle**
    - » **Be precise-don't pontificate**
    - » **Be human-don't condescend**
  - **Across the chain**
    - » **Be open-no hidden agendas or games**
  - **Up the chain**
    - » **Tell them what you are doing**
    - » **Tell them what you accomplished**
    - » **Tell them why it is important to them**

COMMUNICATION



- People make mistakes
  - If you're wrong, admit it, apologize openly
  - If you are right, prove it
- The truth works
  - Play all cards up
- Do your homework
  - Find the facts first
  - Don't shoot the piano player
  - Communicate bad news too

COMMUNICATION

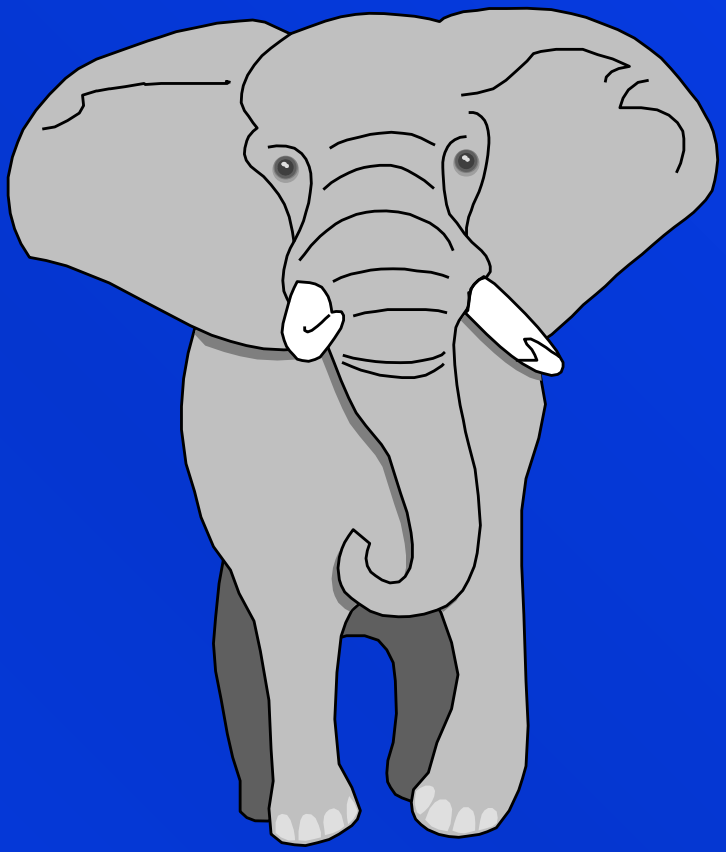
- Use all tools available
- Know when to use which tool
- Select the right audience
  - Engage brain before mouth
  - Relax, read it, before pushing send button

COMMUNICATION

- Technological tools
  - Internet-information
  - Internet-email
  - Automation-scheduling, recording
- Expand time
- Extend capabilities
  - Allows more accomplishments
  - Improves results
- Extend memory

COMMUNICATION

- **Memory extension**
  - **Specify goals**
  - **Record work**
  - **Record expense**
  - **Document results**
  - **Pre-establish action**



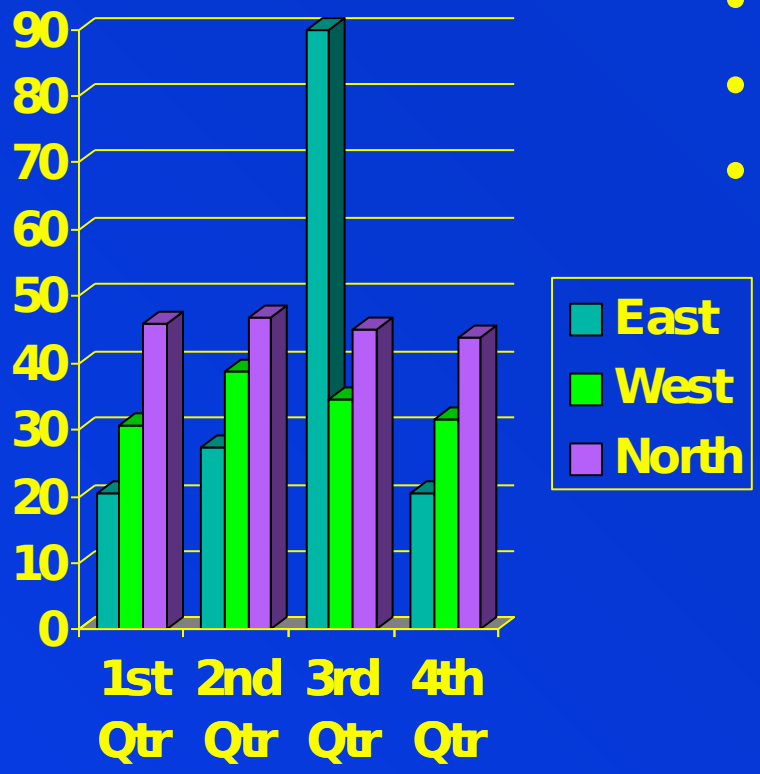
EFFECTIVE COMMUNICATION

- Work overload alternatives
  - Fail
  - Become more efficient
- Automate redundancy
  - Much repetition
  - Ensure routine scheduling
- Become creative
  - Good commo = Time
  - Time = Ideas
  - Ideas = Effectiveness

COMMUNICATION AS A MANAGEMENT TOOL

- Bad commo = Bad management
- No commo = Bad management
- OK commo = Bad > OK management
- Good commo
  - Makes good management possible
  - Eliminates one barrier to effectiveness

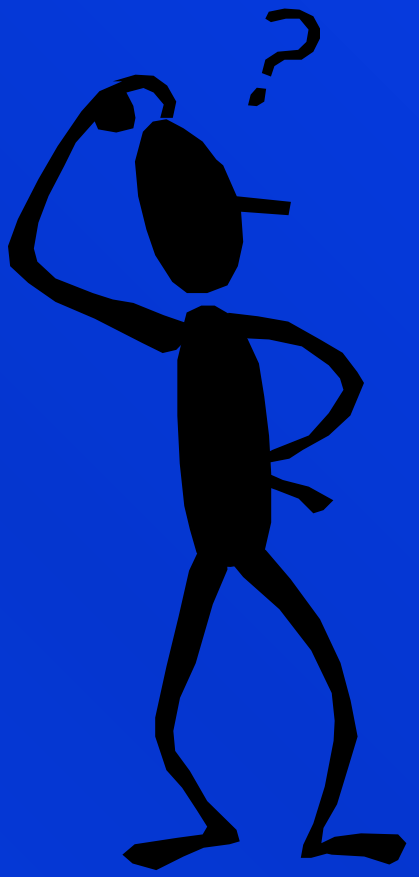
MANAGEMENT



- Simple concepts
- Anyone can do it
- Most don't

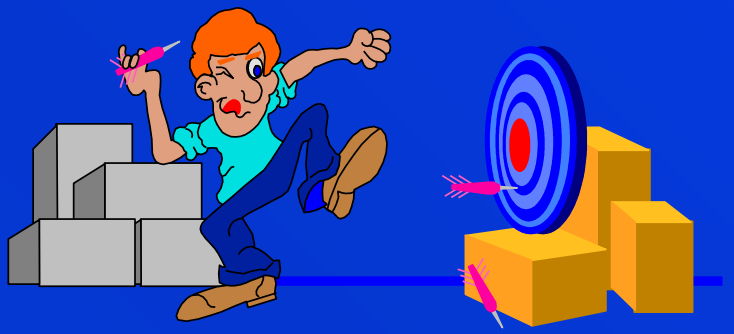
MANAGEMENT

- Requires organization
- Requires planning
- Requires control
- Requires focus
- Requires thought



MANAGEMENT

- Identifies problems
- Establishes goals
- Balances finances
- Employs people
- Schedules events
- Communicates results
- Is very easy
- Is very difficult



MANAGEMENT

- The art of focusing available resources to achieve desired results
- Do it well, save resources, get results
- Do it poorly, waste resources, maybe get results
- Don’t do it, get unemployed

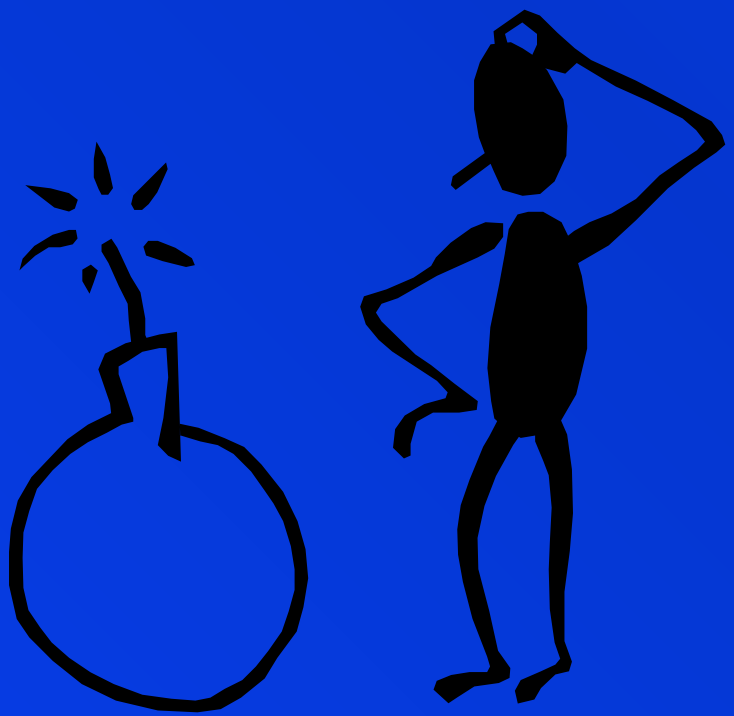
MANAGEMENT ESSENTIALS

- **Know your resources**
  - **$$$ How much available, spent, committed ?**
  - **People-how many, where are they, what are they doing**
  - **Equipment -inventory, schedule, trend**
  - **Facilities-inventory**

MANAGEMENT ESSENTIALS

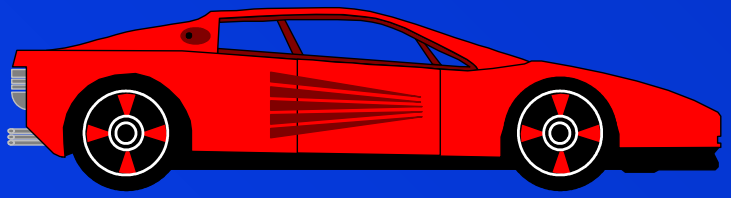
- **Written goals & objectives**
- **Written resource inventory**
- **Written annual work plan**
- **Written measurement standards**

MANAGEMENT TRAPS



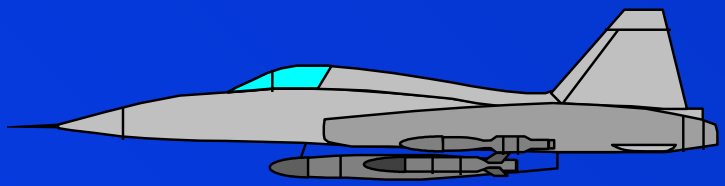
- Reactive behavior
  - Crisis management
  - Fire fighting
  - Jumping through hoops
- Trades resources for lack of homework
- Costs more
- Hurts more
- Accomplishes less

MANAGEMENT VEHICLES



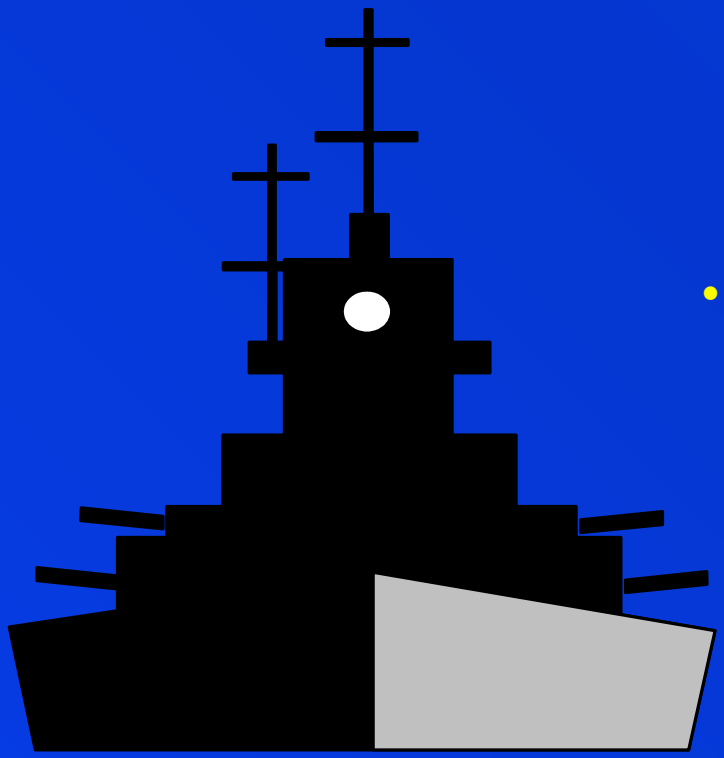
- Planning
- Planning
- Planning
  - Know what happens next
  - Be ready, before it happens
  - If repetitive, automate it
  - If automated, schedule it
  - If scheduled, do it

MANAGEMENT VEHICLES



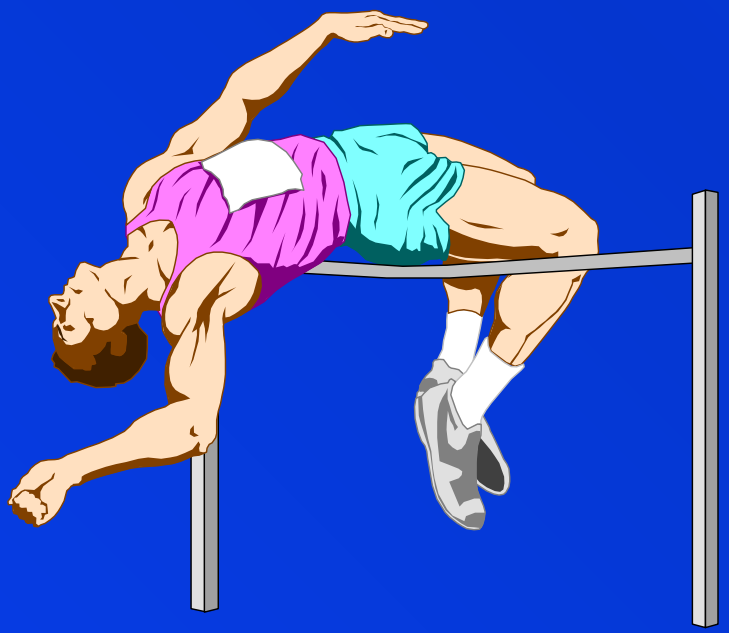
- More planning
- Like playing chess
  - Plan several moves ahead, or lose game
- Allows delegation
  - Try to do it all yourself, also lose game
- Allows surge capacity for the unexpected
  - Graceful response to apparent crisis is an art form

MANAGEMENT VEHICLES



- Determination
  - Demand top results
    - » Of yourself
    - » Of your staff
    - » Of your peers
    - » Of your customers
- Credibility
  - Allows results that others can't get
  - Is a huge asset
  - Is earned over time
  - Helps you excel
  - Tells others what to expect

MANAGEMENT VEHICLES

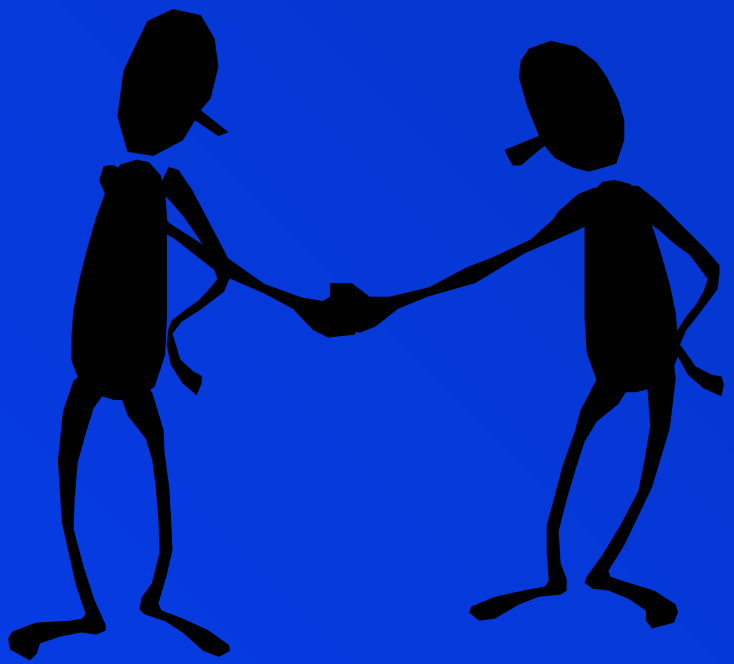


- **Integrity**
  - **Most valuable asset**
  - **Helps gain support**
  - **Earns respect of others**
  - **Is essential to success**
- **Dedication**
  - **If others know you care, they will too**
  - **Helps set example for all to follow**

MANAGEMENT VEHICLES

- Long term focus
- Short term action
- More planning
- Focus on process, results will naturally follow
  - Form follows function
- A well planned voyage allows smooth sailing

MANAGEMENT VEHICLES

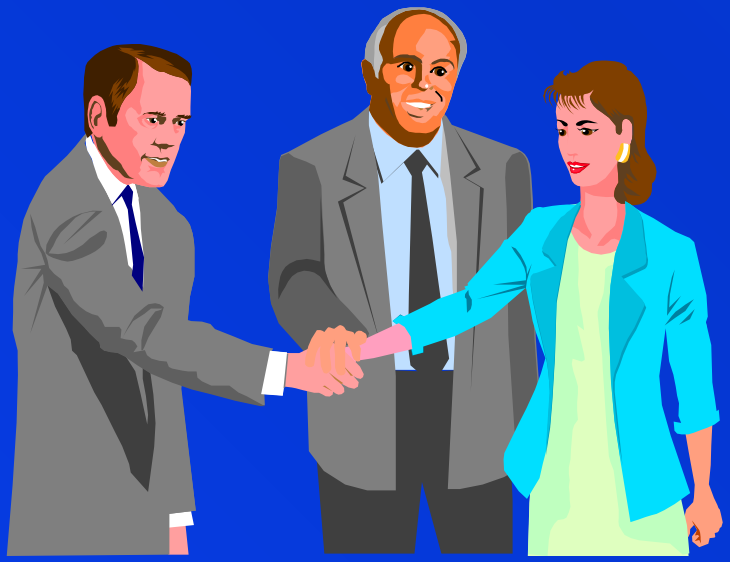


- Customer service
- First, last, always, your customer pays your salary
- Lose your customer, lose your job
- Know your customer

LEADERSHIP

- A learned skill for most
- Good management does not imply effective leadership, but enables it
- Being regarded as a leader is earned, not bestowed

LEADERSHIP

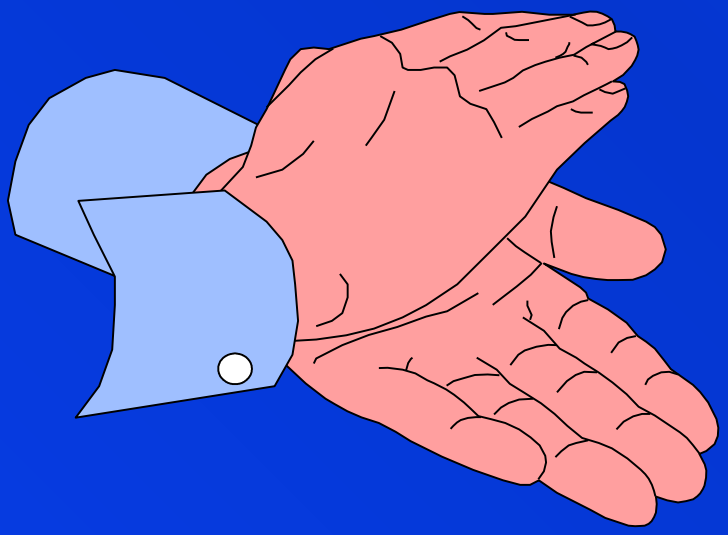


- **The art of getting others to provide maximum effort toward organizational goals, voluntarily**
- **Should be quite simple, but isn't**

LEADERSHIP BEHAVIOR

- Treat others with respect
- Treat them as you would be treated
- Set the example
  - No hypocrisy
  - Work as hard for your staff as they work for you
- Help others excel
- Be consistent in your expectations

LEADERSHIP BEHAVIOR



- Be a teacher
- Talk to people
  - If they do well, tell them-maybe they'll do it again
  - If they don't do well, tell them, or they will certainly do it again.
  - Allow people to make honest mistakes, or they'll become drones

LEADERSHIP BEHAVIOR

- Join professional groups-learn leadership
  - ASHE-in every state
  - IFMA-in every state
  - Excellent training opportunities
- Get others involved
  - Chuck Cole is past president of WSSHE
  - John Williamson is on IFMA Graduate training committee

LEADERSHIP BEHAVIOR

- **Look the part**
  - **Dressing professionally is as useful to a manager as a tool box to a carpenter**
- **Do your homework**
  - **Preparation allows confidence**
  - **Confidence attracts respect**
  - **The person at a meeting with a prepared agenda, sets the agenda**

LEADERSHIP BEHAVIOR

- Earn respect, then command it
  - From above as well as below
  - Everyone recognizes a leader
- The one in front isn't always the leader
  - Learn to lead from behind
  - It isn't necessary to be the boss to influence, or even direct the results
  - Its intellectual exercise--fun

LEADERSHIP BEHAVIOR

- Wear many hats
- Hire smart people
- Delegate-delegate
- Stay out of their way
- Provide support
- Provide training
- Provide reinforcement
- Give credit to them
- Set pace, direction, not methods

LEADERSHIP BENEFITS

- It allows teamwork
- It improves effectiveness
- It avoids chaos
- It allows both personal and professional growth

1 + 1 = 3

LEADERSHIP BENEFITS

- It puts you in control of your work environment
- It increases job satisfaction
- It helps the entire team by making it more effective